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OFFICE OF PERSONNEL • U. S. DEPARTMENT OF AGRICULTURE

MANAGEMENT INTERN TRAINING PROGRAM

United States Department of Agriculture

U. S. DEPT. OF AGRICULTURE
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Approved by Civil Service Commission June 22, 1962
Amendment of Section 4 approved July 24, 1962
Employee Development Division
Office of Personnel
Washington 25, D. C.
July, 1962

1 REASON FOR TRAINING PROGRAM

A large proportion of the top managers in the Department of Agriculture are expected to retire in the very near future. Continuing rapid developments in the management sciences put a premium upon recency of education. These factors make it essential to bring in young talent which may be advanced as quickly as possible. We believe that accelerated training followed by a variety of work experiences and opportunity for rapid promotion is in the long run the most efficient and economical method of producing top managers. This method will first attract and hold young people capable of becoming top managers and will then help them to develop and achieve these positions. The program aims beyond the training of technicians and toward the development of broad-gauged program managers and staff supervisors.

2 AGENCY AND LOCATION COVERAGE

This Agreement shall be applicable to the headquarters and metropolitan Washington-area field service offices of every agency or staff office of the Department of Agriculture existing at the time of its initial approval or coming into existence during the life of this Agreement; and from the date it takes effect it supersedes every Management Intern Training Agreement now held by any agency or staff office of the Department of Agriculture, with these exceptions: The Training Agreements held by the Forest Service and Agricultural Research Service shall remain in effect indefinitely as they apply to training conducted primarily in and for their field services; and the Agreement held by the Agricultural Research Service shall automatically remain in effect for headquarters training until September 1, 1963, at which time it shall be extended or revised by amending this Agreement. This Agreement does not abrogate the authority of individual agencies or staff offices to utilize an approved agency Executive Development Agreement and the training specified thereunder.

3 POSITION COVERAGE

A. Titles and Grades of Intern and Target Positions. Management Interns will serve in GS-301-7 and GS-301-9 trainee positions and upon successful completion of the prescribed training may be assigned to one of the following series at GS-9 or GS-11.

GS-010 Information

GS-015 Operations Research

GS-201 Personnel Administration

GS-212 Placement
 GS-213 Qualifications Rating
 GS-214 Test Rating
 GS-221 Position Classification
 GS-222 Occupational Analysis
 GS-223 Salary and Wage Analysis
 GS-230 Employee Relations
 GS-231 Employee Services
 GS-235 Employee Development
 GS-301 General Administration
 GS-330 Data Processing Applications
 GS-331 Digital Computer Programming
 GS-334 Digital Computer Systems Analysis
 GS-340 Program Management
 GS-341 Administrative Assistant and Officer
 GS-342 Office Service
 GS-343 Management Analysis
 GS-344 Management Technician
 GS-393 Communications
 GS-501 General Accounting
 *GS-510 Accounting
 GS-525 Accounting Technician
 GS-560 Budget Administration
 GS-1082 Writing and Editing
 GS-1083 Technical Writing
 GS-1102 Contract and Procurement
 GS-1170 Real Property
 *GS-1530 Statistics
 GS-1531 Statistical, Clerical and Administrative
 GS-1710 Training
 GS-1810 Investigator, General
 GS-2001 General Supply
 GS-2010 Supply Management
 GS-2020 Purchasing
 GS-2026 Supply Requirements
 GS-2030 Storage
 GS-2090 Printing and Publications
 (Rotation during training may necessitate duties in occupational series other than those listed above.)

*Interns must meet positive education requirements for those series for which such requirement is specified in the currently applicable Civil Service qualification standard.

This wide array of series is written into this Agreement in order to permit Interns many potential routes to earned advancement and to

facilitate the continued broadening of their work experience following the one-year training period. Though all the above series may be considered in the plotting of immediate end-of-training target positions, the Department intends through its administration of this Agreement to affirm that the Agreement's intent is not to use the training period as a device to prepare Interns for long-term assignment in those series which represent more restricted technical specialties. Therefore, where the immediate end-of-training target series and the long-range target series are the same, the series should be one of broad scope in which, for the agency or staff office involved, there is a reasonable assurance of opportunity for earned promotion to primarily managerial or supervisory positions rather than technical.

B. Descriptions of Intern Duties and Assignments. The Intern will perform work assignments designed both to develop his understanding of and skill in the function to which assigned; and to advance the program of the office to which assigned.

Depending upon the individual office, the Intern might perform such tasks as: answer correspondence, serve as secretary to a conference or task force, make a special study and issue a report with recommendations, assist in systems analysis, perform research of either a library or experimental nature, write speeches, process operational papers under supervision, plan training courses, edit reports and staff papers or other periodicals, interview individuals to acquire information pertinent to the work of the office, help draft changes in the Administrative Regulations, interview job applicants, assist at hearings, help prepare and justify budgets, etc. Some of these tasks will be done individually, and some will be performed as a member of a group.

It will also be considered part of the Intern's responsibility to attend group meetings in the Management Intern Training Program, which have been arranged by the Director of the Program, and to attend various staff, professional, and other meetings.

The typical duties and responsibilities for Grades 7 and 9 generally will differ only in so far as the greater qualifications incident to achievement of or appointment at Grade 9 fits the incumbent for greater responsibility and self-direction in tasks such as the above. The target positions will be in the series cited above. This Agreement may be the basis for promotions in accordance with the terms of Section 2.502 (g) of the Commission's regulations.

The position descriptions of the GS-11 target positions will be typical of position descriptions now used by the Department of Agriculture and approved by the Civil Service Commission for these series.

4 METHOD OF SELECTING TRAINEES

Qualification Standards, Selection Methods, and Sources of Eligibles

(1) Candidates rated eligible on the Civil Service Commission's Management Intern Register and hired by and for the headquarters or metropolitan Washington-area field service offices of any agency or staff office of the Department of Agriculture shall automatically enter the training program outlined in this Agreement.

(2) Present employees of the Department of Agriculture may be nominated by their respective agencies or staff offices for the training program on the basis of satisfactory scores on the currently valid Federal Service Entrance Examination and on the written Management Intern Option, a successful work record and a demonstrated potential for staff-supervisory or managerial positions, and an individual or group interview by a Departmental panel.

(3) Present Federal Civil Service employees may be selected noncompetitively for the training program, provided they are qualified on the same basis as those selected from the Management Intern Register.

Selection of present status employees for participation in the training program as Management Interns will be accomplished in accordance with the provisions of the merit promotion program.

The above selection provisions relating to this Agreement shall not preclude the participation in and attendance at selected phases of the training program--seminars, workshops, etc.--by other Department of Agriculture employees whom it is felt could benefit. Such participation by employees not qualified for the training program under the above provisions will not necessarily in their cases be considered a substitute for required training or experience in applying qualification standards for promotion.

5 OUTLINE OF TRAINING TO BE GIVEN

Each Intern will have an Advisor appointed by his hiring agency. The central Office of Personnel will consider the Advisor responsible for: helping the Intern state his career plans; drawing up an individual training plan with him; arranging his orientation within the hiring agency; arranging his rotation assignments; conferring monthly with the Intern; and assuring that his rotation work experiences are of value to both the Intern and the agency in that they contribute substantially to the objectives of the Interns training plan.

A. Material To Be Covered. These general areas are to be covered during training: the Federal Government; the Department of Agriculture; management theory; management practices in the Department of Agriculture; leadership and management practicum; knowledge necessary to the Intern's rotation work assignments; and on-the-job experience.

B. Method of Instruction To Be Used. For orientation to the Federal Government, Interns will attend either the Civil Service Commission's week-long Orientation Session for newly-employed FSEE's, as available and/or a series of Department of Agriculture seminars set up for that purpose.

Approximately 10 daily seminars at the beginning of the group sessions will provide an overview of the Department's programs and organization. Following this, alternate seminars of a weekly series will be devoted to specific agencies and their programs.

Knowledge of management theory will be provided by guided readings, enrollment in university courses, and attendance at professional meetings.

Knowledge of management practices in the Department of Agriculture will be gained from alternate seminars of a weekly series, in which meetings officials of the Department will report on various management practices.

Leadership and management practicum will be provided through service on any of several committees or task forces of Interns appointed to assist in various phases of the planning for seminars, workshops, tours, etc.

Both management theory and leadership and management practicum will be provided in a series of one-day workshops to be held approximately every month.

Knowledge of the Intern's work areas will be provided by his supervisors under the general guidance of his Advisor. Instruction will include on-job training plus selected visits to heads of organizational units on the same level as the supervisor.

On-the-job experience in program or staff functions will be provided by selected work experiences aimed to give the Intern an opportunity to take on a responsible share of the unit's work and to perform productively in this work.

C. Time and Length of Training. For most Interns, the training program will last for one year. The Intern will be engaged in rotating work assignments continually during the year except for time spent in weekly seminars, monthly workshops, Civil Service Commission or Brookings Institution courses, professional meetings, etc.

During the year each Intern will receive work assignments of at least three months' duration in each of at least two distinct occupational areas. Some time must also be spent in productive work outside the hiring agency. The central Office of Personnel will generally not approve training plans providing for less than three months' productive work outside the hiring agency.

D. Length of Time Required before Promotion. Interns appointed at GS-7 or GS-9 will be required to serve a minimum of one year in grade before consideration will be given for promotion, except that those employees whose eligibility was established as a result of qualifying experience only, or such combination of qualifying experience and education (where education is substituted for experience on the basis of one year of undergraduate education for nine months of experience; of one year of graduate study for one year of experience) as defined in the applicable provisions of Departmental Circular No. 956 and the applicable provisions of Handbook X-118, may be promoted from GS-7 to GS-9 or from GS-9 to GS-11 upon successful completion of a minimum of six months of training, provided that this does not result in promotions for them of more than two grades within a twelve month period.

6 FLEXIBILITY PROVISIONS

A. Provisions To Tailor Training. Within the first two weeks after entrance on duty the Advisor and Intern will work together to articulate the Intern's career goals and training needs. The training plan which emerges will be tailored in accord with (a) the individual, (b) the immediate needs of the hiring agency, and (c) the long-range needs of the Department.

B. Provisions To Extend Training. If the Intern proves unable to grasp part of the subject matter, as indicated by negative reports from supervisors, poor university grades, inadequate showing in seminars or workshops, or consultation with the Advisor and/or Program Director, then either he may be terminated, in accordance with applicable separation regulations, or his Advisor may work out with the Intern a revised training plan which extends beyond the first year. In this second case the provision for promotion after one year, if otherwise applicable, will not apply.

An extension of the training period shall also be made in case of illness or leave which materially and deleteriously shortens the time actually spent in the program during the calendar year.

7 EVALUATION OF INTERNS' PROGRESS

A. Frequency of Evaluation. After each rotation work assignment, or after every three months if the assignments are longer than three months, the Intern's supervisor shall give a written report to the Advisor describing and evaluating the work done by the Intern.

B. Methods of Evaluation.

(1) The Director of the Program, a member of the staff of the Employee Development Division of the central Office of Personnel, will review and approve all original and revised or extended training plans for individual Interns.

Copies of each supervisory report will go to both the Advisor and the Director. The Interns themselves will submit reports on their assignments at the same time as the supervisor. The Advisors will talk with their assigned Interns monthly and will keep a summary record of these conversations. The Director of the Program will schedule private conferences with each Intern at least twice during the year and preferably four times.

(2) The major tool in evaluating the Intern's ability to apply the subject matter of the training will be the evaluations of his Advisor and supervisors; his performance in the seminars, workshops, and leadership and management practicum; his university success; and the quality of any project report or term paper.

(3) The method of evaluating the capacity to perform assignments at a higher level of difficulty or with greater independence and responsibility is essentially the same as the method of evaluating the Intern's eligibility for promotion or release from the training program after the end of one year. To accomplish this evaluation, the Advisor and Director (with the supervisor of the immediate target position, where desirable) will confer on the basis of all the indications cited above. Successful completion of the training as testified to by the hiring agency and as certified by the central Office of Personnel will not necessarily oblige the hiring agency to promote the Intern. Nor will lack of success in the training program prohibit the hiring agency from promoting an Intern whenever he would be qualified and eligible by the usual standards and restrictions regardless of the applicability of this Agreement. Though the hiring agency may set up a formal evaluation board to pass promotional judgment on the Intern at the end of the year if it wishes, it is to be stressed that evaluation is a year-long process. An effort will be made to release before the year is up those who are unable to benefit from the training.

8 OFFICIAL RESPONSIBLE FOR THE PROGRAM

The Director of the program will be a member of the staff of the Employee Development Division, Office of Personnel. His will be the responsibility for the overall coordination of the program; for assistance to the agency personnel offices, Advisors and supervisors of Interns; for establishing reporting procedures and other devices to assure that the provisions of this Agreement are carried out; for approving individual training plans; for maintaining this Agreement with the Commission; for counselling with Interns; and for administering, with the assistance of participating agencies, the seminars, tours, workshops, and other group training devices.

9 EXTENT OF APPROVAL BY CIVIL SERVICE COMMISSION

Approval of this Agreement extends only to approval of the requirements and standards for selection and promotion. Approval of this Agreement does not constitute either a direct or implied agreement that the proposed training meets the requirements of the Government Employees Training Act, Executive Order 10800, the Commission's Training Regulations (Part 39), use of funds, or other statutes or policies that may be applicable to training.

UNITED STATES CIVIL SERVICE COMMISSION
BUREAU OF RECRUITING AND EXAMINING
WASHINGTON 25, D.C.

ADDRESS REPLY TO
"CIVIL SERVICE COMMISSION"
AND REFER TO

FILE
ECS:OWP:brm
AND DATE OF THIS LETTER

JUN 22 1962

Mr. E. R. Draheim, Chief
Employee Development Division
Office of the Secretary
United States Department of Agriculture
Washington 25, D. C.

Dear Mr. Draheim:

We have your letter of June 6, 1962 requesting approval of a proposed Management Intern Training Program.

We have carefully reviewed your proposed training agreement and find it meets the criteria established for such programs as outlined in Chapter A-6-3 through 7 of the Federal Personnel Manual.

This letter is your authority to enter employees into the training program and to promote them after successful completion of the prescribed training as outlined in this agreement.

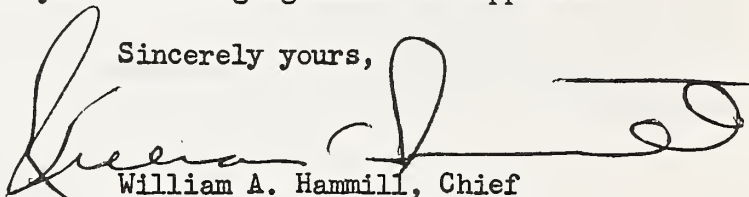
In effecting promotions under this agreement, the following notation should appear on the personnel action form: "US CSC Special Training Agreement" followed by the file symbols and the date of this letter. Promotions effected under this agreement are subject to post-audit. Therefore, the records maintained in connection with these promotions should be in such form that it can be readily ascertained that individual actions are in conformance with this agreement.

Our approval of this training agreement is on the basis of qualifications only. This approval does not of itself constitute an exception to the requirements of the government wide merit promotion program. It does not constitute confirmation of the classification of the position or positions involved, as that function is accomplished by the agency, utilizing applicable standards, and subject to the post-audit and approval of the Civil Service Commission. It should not be interpreted as authorizing under its terms promotions of more than two grades in a

single year, the appointment to higher grades of employees serving under Regulation 2.302(a), or an exception to the restrictions of Regulation 2.502(a); or as an expression of opinion as to whether or not the proposed training is in accordance with appropriation authority or other applicable laws or matters not falling within the Commission's jurisdiction.

Returned herewith is a copy of your training agreement as approved.

Sincerely yours,

A handwritten signature in dark ink, appearing to read 'William A. Hammill', followed by a horizontal line and a small flourish.

William A. Hammill, Chief
Career Service Division

Enclosure

UNITED STATES CIVIL SERVICE COMMISSION
BUREAU OF RECRUITING AND EXAMINING
WASHINGTON 25, D.C.

ADDRESS REPLY TO
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AND DATE OF THIS LETTER

JUL 25 1962

Mr. E. R. Draheim, Chief
Employee Development Division
United States Department of Agriculture
Office of the Secretary
Washington, D. C.

Dear Mr. Draheim:

We have your letter of July 20, 1962 transmitting for our consideration and approval an amendment to the Departmental Management Intern training agreement approved by this office on June 22, 1962.

We have reviewed your proposed amendment and find it to be acceptable under applicable criteria.

You may consider this letter as an approval of the amendment as presented, subject to all restrictions specified in our letter of June 22, 1962.

A copy of the amendment is returned. We are making the other copies a part of our official files.

Sincerely yours,

William A. Hammill
William A. Hammill, Chief
Career Service Division

